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ABSTRACT

This document outlines a plan for the effective employment of adjunct faculty at North Iowa Area Community College (NIACC) based on existing policies and practices at Iowa's community colleges and at selected community colleges across the United States. Following a brief introduction, the plan describes NIACC's expectations for adjuncts' academic credentials or qualifications, recruitment strategies, and the selection process to be used, indicating that adjuncts must have occupational experience and at least a Master's degree. The next section discusses staff development, focusing on orientation and ongoing instructor development. This section indicates that new teachers will be provided with an adjunct instructor's handbook, materials describing effective teaching methods, a master course outline, and copies of textbooks, while orientation sessions will be offered and a mentor assigned to each adjunct. The section also lists development activities, such as an adjunct newsletter, participation on institutional committees, and funding for travel to development events. The final two sections address the evaluation of adjuncts, indicating that adjuncts are evaluated on a 3-year cycle using the standardized Student Instructional Report, and the services, materials, and opportunities provided to adjunct professors by the college. Contains 10 references. A chart of adjunct recognition initiatives is appended. (BCY)

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THE EMPLOYMENT OF ADJUNCT FACULTY

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A NIACC PLAN

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Introduction

The purpose of this document is to outline a plan for the effective employment of adjunct instructors at NIACC. It is the result of considerable research on existing policies and practices at Iowa's community colleges, as well as other community colleges selected across the country. A bibliography of related literature on the topic is included.

This plan will assist with the College's academic objective to "Achieve Distinction for Exemplary Use of Adjunct Faculty." Due to the increased need to hire adjunct faculty, this objective is appropriate.

Adjunct instructors have emerged as a significant part of the College's instructional programs and therefore, deserve attention. The plan is divided into four sections: Selection, Orientation and Staff Development, Evaluation, and Services and Policies.

The plan is not totally comprehensive but will help guide the College in its employment of adjunct instructors and provide a direction for future semesters.

Selection

Introduction

This section addresses NIACC's expectations for academic credentials or qualifications, recruitment strategies, and the selection process to be used.

Standards

As per the Selected School Laws and Standards published by the Iowa Department of Public Instruction, Chapter 15, Selection 15.37(3) "adjunct" is defined as a faculty member employed less than halftime which is defined to mean faculty who are employed less than a period covering...two semesters per school year and who have an assignment equivalent to less than fifty percent of what has been established as a maximum full-time load by area school laws and standards or by local policy in cases where laws and standards do not apply but without an expectation of continued employment.

Section 15.35(2) speaks to requirements for adjunct and part-time instructional faculty under the following two headings concerning adjuncts:

1. Preparatory Vocational/Adjunct
   Faculty shall possess a specific amount of occupational experiences as provided for in the Iowa state plan for the administration of vocational education within career education.

2. Arts and Science (college parallel)
   Faculty members shall possess a master's degree in a field of instruction from a regionally accredited graduate school, or, in special fields or areas including but not limited to accounting, business, developmental and remedial skills, engineering, law, law enforcement, and medicine, may be certified on the basis of two or more years of successful experience in the field or area they will instruct, must possess the academic preparation ordinarily required for such special fields or areas, and must complete a locally- or consortia-designed staff development workshop to meet specific competencies.

The NIACC standard for selection of adjunct faculty shall exceed the above guidelines. The college shall seek out those individuals that have a master's degree in the field of instruction. The Iowa Selected School Laws and standards cited above are to be viewed as minimum requirements, but not the NIACC standard.

Recruitment

Recruiting qualified adjunct teachers is especially difficult in rural areas. It is therefore necessary to use proactive means of recruiting instructors as well as the more reactive methods, such as depending on those persons that would inquire about adjunct teaching positions.

NIACC shall use some or all of the following methods to recruit adjunct instructors:

- Classified advertisements
- Contact qualified high school instructors
- Use full-time staff to help with recruiting
- Contact business and industry, and nonprofit agencies such as hospitals, churches, etc.
- Recruit qualified spouses of faculty and staff members
- Recruit university graduate students

Application

The following application materials shall be required of all prospective adjunct instructors:

- Application letter
- Institutional application forms
- Resume
- Transcript(s)

Selection Process

Applications will be examined and interviewees will be selected by an administrator, a division (department) head, and a faculty member or committee of faculty members. This same group shall conduct interviews and make a determination as to which applicant should be offered an adjunct teaching position. The interview process should include a micro teaching unit, and the applicant shall furnish examples of tests, assignments, etc.

Staff Development

Introduction

Researchers, such as Gappa (1993), Smith (1980), Biles and Tuckman (1986), indicate that staff development opportunities are just as necessary for adjunct instructors as their full-time counterparts. It strongly suggests that staff development opportunities need to be afforded to adjunct instructors if colleges are concerned about quality of instruction. Staff development concerns two issues: orientation and the ongoing development of the instructors.

Orientation

NIACC shall provide each of the following materials to the adjunct instructor to assist them in their orientation to the policies and procedures of the College as well as assistance in the teaching of their particular courses.

- An annually updated adjunct instructor's handbook outlining pertinent policies and procedures.
- Written and/or audiovisual materials outlining effective methods of instruction and/or course organization strategies.
  Some examples of these are:

  Booklet - Teaching Strategies and Techniques for Adjunct Faculty, by Don Grieve

  Subscription - Reproduced copies of "Teaching for Success" a periodical for adjunct instructors, published by Pentronics, Inc.

  Videotapes - Access to videotape set "Excellence in Adjunct Instruction" produced by John Rouche and St. Petersburg Community College

- A master course outline describing general and specific course objectives, which is keyed to establised syllabuses.
- Orientation sessions designed for adjunct instructors.
- A desk copy of the textbook as well as instructor manuals, test banks, etc.

In addition, a mentor shall be assigned. The mentor, usually a full-time instructor, shall provide guidance to the part-time instructor in the development and delivery of the course. In areas, such as Law Enforcement, where adjunct faculty have no full-time counterpart, the Evening Dean provides such guidance. Faculty mentors will be compensated for their work with adjunct instructors. Policies, procedures, and amount of compensation shall be jointly determined by administration and faculty.

Ongoing Staff Development

The College shall provide the following materials/opportunities which will assist in the ongoing development of adjunct instructors.

- A newsletter published at least twice a year which addresses pertinent topics and provides academic deadlines.
- Adjunct instructors shall be encouraged to attend all staff development opportunities provided to full-time instructors. Mileage reimbursement shall be available should they decide to attend.
- Adjunct instructors will be encouraged to serve on institutional committees as well as full-time instructors, and in certain cases, adjunct instructors shall be appointed to serve on such committees.
- The College shall provide annual staff development opportunities specifically designed for adjunct instructors to attend and shall reimburse them for travel. A needs assessment instrument will be developed to determine needs of adjunct instructors. This instrument will be administered at least once each year.
- Subject to funds available, adjunct instructors shall be provided financial resources to attend relevant meetings and conferences in their area of expertise. A budget, guidelines, and communication techniques shall be provided for this purpose. Adjunct instructors will apply to the Evening Dean for funds. A joint committee made up of the division head, a full-time faculty member, mentors, and the Evening Dean shall approve/disapprove of the request.
- Adjunct instructors will be invited and encouraged to attend curriculum and departmental meetings to assist with discussions pertaining to course development or revision.

Evaluation

Introduction

The topic of evaluation involves three basic areas:

- Who should be responsible for evaluation?
- What type of evaluation should be used?
- How frequent should the process be done?

Responsibility for Evaluation

Presently, the responsibility for evaluating adjunct instructors rests, in most cases, with the Evening Dean. However, by the spring semester of 1996, division heads will become involved in the evaluation process. This involvement will include meeting with adjunct instructors to discuss results of student evaluation and to develop a plan for future semesters. The division head shall also meet with mentors to discuss performance of adjunct instructors with which they are working. This would assist in the integration of adjunct faculty into instructional degree programs.

Type of Evaluation

The Student Instructional Report (SIR) is currently used for all adjunct instructors. This product is valuable in that it is normed nationally and gives faculty an idea of where they stand in relation to peers. However, as department/division heads become involved in evaluation of adjunct faculty, and a mentor system is developed, other methods such as peer evaluation will be more possible as student evaluations provide only one perspective into instructional effectiveness.

Frequency of Evaluation

First-time adjunct faculty members are evaluated their first semester of teaching and on a three-year cycle thereafter. This process should be continued as it is somewhat consistent with the frequency used for full-time faculty. In addition, the College administration, including division heads, shall conduct evaluations if concerns develop. Also, an annual desk audit will be conducted to determine any actions that may need to be taken concerning performance of adjunct instructors. In addition, all adjunct faculty members will need to complete an annual oral competency evaluation with their students as mandated by state statute.

Services and Policies

Introduction

The first section of the plan addresses services, materials, and opportunities that will be provided to the adjunct instructors at NIACC. It is a part of the plan that is continually under study and review. This past year efforts have been made to expand services to adjunct instructors to further recognize their value to the institution.

The second section deals with policies regarding adjunct instructors. Like services, these policies are also the topic of ongoing discussions.

An annual assessment of adjunct instructor needs will assist in the examination of these services and policies.

Services

Adjunct instructors teaching on campus will be provided an individual mailbox. All instructors will be provided access to a telephone to call or receive calls through voice mail from students, access to college printing facilities, and access to staff that type course materials and tests.

As space becomes available, provision for office space shall be a priority item. At present, space limitations preclude the provision of office space for adjunct instructors. However, the Staff Library in Beem Center shall be available to all adjunct instructors as a central location to meet students, grade papers, or to meet with other NIACC staff members. They will have access to the library office phone, as needed, as well as limited storage of materials. The College's long-range plans include provision of office space for adjunct instructors. When space becomes available, extension phones will be provided for instructors where they can receive voice mail messages. In addition, adjunct instructors will be encouraged to develop office hours, especially on the day(s) or night(s) of their class.

Attached to this plan is a comprehensive listing of services provided to adjunct instructors. Please note that as other services become available, the chart will be updated.

Policies

Adjunct instructors are paid on the basis of credit hours taught, but additional financial remuneration is given for longevity at the institution. Adjunct instructors with four semesters of teaching experience at NIACC are paid an additional amount per semester hour, and those with eight semester hours of teaching experience at NIACC are paid a higher amount per semester hour.

All adjunct credit instructors shall be partially reimbursed for travel. They shall be reimbursed for travel in excess of twenty (20) miles round trip calculated from their home to the location of their class.

Adjunct instructors shall be allowed to teach no more than eight semester hours each semester. Full-time instructors are allowed by law to teach up to eighteen hours each semester, or not more that thirty-six each year.

Summary

This plan is the result of information gathered on "best practices" around the region. It provides standards that will be used with regards to adjunct instructors. These standards are based on a concern for quality instruction. As the introduction stated, it is the goal of North Iowa Area Community College to "Achieve Distinction for Exemplary Use of Adjunct Faculty." The elements of this plan will help provide direction for the accomplishment of this goal.

Recognition Initiatives for Part-Time Staff		
The study committee on Recognition of Part-Time Staff presents the following initiatives and recommended course of action.		
NIACC Info and Services	**Barrier**	**Advantages**
Continue to Provide		
College Credit Instructors		
Student Handbook	Cost of Printing	Consistent Treatment of Students
Personnel Directory	Cost of Printing	Recognition
NIACC Network	Cost/Consistent Mailing List	Improved Communication
Guidelines for PT Teachers	Cost of Printing	Improved Instruction
January SD Week & Dinner	Cost	Improved Rapport and Communication Between PT and FT
Three-Layer Longevity Pay	Definition of Longevity and Increased Financial Cost	Recognize Longevity
Continuing Education Instructors		
Teacher Handbook		Continuing Ed Information
ABE New Instructor Handbook		ABE Information
ABE Two-Layer Longevity		Recognize Longevity
ABE - "How to Teach Adults" by Draves		Improved Instruction
Continue to Provide and Promote		
Athletic Activity Ticket	Individual Cost	Potential Increased Attendance
Library Access	None	Faculty/Staff Privilege
Alumni Newsletter	Changing Staff	Information Sharing
Logos	Changing Staff	Information Sharing
Foundation Campaign	List Changes	Added Contributions

Recognition Initiatives for Part-Time Staff		
The study committee on Recognition of Part-Time Staff presents the following initiatives and recommended course of action.		
NIACC Info and Services	**Barrier**	**Advantages**
Initiate and Promote		
Spring Steak Fry	Could Issue Invitation	Feel Included
Wellness		
Access to Weight Room	No Cost	Recognition
Lunch 'n Learns	No Cost	Recognition
Blood Draw	$17.50 Per Person	
Health Assessment Questionnaire	Processing Cost	Recognition
Computer Wellness & Incentives	Time	Increased Skills
Recommend		
Innovational Abstracts for College Credit and Selected Others	$600 per year	
10% Discount at Bookstore	Use I.D. Card	Covers Clothing and Supplies - No Textbooks, Books, or Software
Provide Life Insurance to Board-Approved PT Positions	$2,415.99 Per Year	
Provide LTD to Board-Approved PT Positions	$1,660.99 Per Year	
Phone in Staff Lounge (Activity Center and Building C)	AC pending; Building C done	Accessible
Mandated		
Notification of Available Health Insurance (1/1/95)	Minimal Printing Cost	
Long-Range Provisions		
Office Space	Limited Space	Student Access and Better Organized
Not Recommended		
Wellness Incentive	$75 Per Person	
Retirement Options	5.75% Match of Salary - Not Wanted By Some; IPERS Administrative Rules	Improved Retirement
Health Insurance	$202.79 mo/$2,433.48 yr (individual) $492.72 mo/$5,912.64 yr (family)	Benefit to Some

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